

Draft Report Recommending a Strategy for a Sustainable Future

Long Range Planning Task Force

BOARD MEETING 1/18

What have we completed so far...

- 1 - Narrative Response to Considerations - **Not started 0%**
- 2 - Financial Models - Completed 100%
- 3 - Model Assumptions - In Progress 90%
- 4 - Major expense and revenue items - Completed 100%
- 5 - Schedule of Activities - **In Progress 25%**
- 6 - Summary Narrative description of the plan - In Progress 90%
- 7 - Narrative description of risks - **Not started 0%**

Next 6 months of work...

- 1 - Complete part 1, 3, 5, and 7 by early June
- 2 - Set progressive targets to determine contingency plans
- 3 - Socialize goals with committees that will carry that number
- 4 - Share activities / new programs with the Congregation and gauge interest

Meeting Questions...

Notes from Linda: our insurance rate / bill AND average pledge is an area of risk for the financial models; 70 new members are needed to break-even; new pledging members is the key differentiator between the pessimistic/realistic/optimistic models; our opportunities exist in increasing revenue rather than lowering expenses (short of selling property).

Notes from Michael: what are the steps needed (ex 5 things) to increase membership?

Notes from Hilary: steps should include marketing and advertising; consider a budget

Notes from Ann: our agency may not have the experience needed to market a church; google ads and facebook ads can be used since we optimized our SEO/keywords; these platforms can also apply budgets; we need to reevaluate our programming

Notes from Trish: consider direct mail

Notes from Greg: we need a USP and to do market research

INTRODUCTION **Completed**

Mission statement from Long Range Planning Task Force (LRPTF) Charter is to collaboratively develop a draft and final plan, each with three scenarios, to reduce annual expenses, increase annual revenues, or a combination of both or either, to provide for the long term financial and spiritual sustainability of the congregation.

Complete charter for the task force can be found at the following link-vision

- [LRPTF.Charter.Revised.2023.02.16](#)

INPUT FROM THE BOARD **Completed**

A draft plan from the task force is due no later than January 4, 2024. The final report shall include:

1. A narrative response to each of the consideration questions outlined in this charter.
2. Three scenarios that address pessimistic, realistic, and optimistic estimates of membership count, membership demographics (ages), Endowment balance, annual revenue, and annual expense for each of the next five years.

The realistic scenario must show balanced expenses and revenues, an Endowment balance sufficient to cover three years of operating expenses, per member expenses below 80th percentile of UUA churches in North America, and per member pledge revenue that does not deviate from historic averages.

3. A list of all assumptions made to create the three scenarios and create the plan
4. A list of anticipated major expense items and revenue items.
5. A schedule of activities required to implement the plan.
6. A narrative description of the plan.
7. A narrative discussion of risks associated with the plan.

KEY TAKEAWAYS **Completed**

The two ways to balance revenues and expenses to meet benchmarks is to either increase revenues or lower expenses.

Increasing Revenues

- **Seventy (70) new pledging members** are required to balance revenues and expenses. The model uses an average pledges/member of \$1,900. This figure is also used in incremental revenue calculations.
- Other ideas to increase revenues are available. Whether these ideas can generate the \$100,000+ needed is not yet known.
- Major expense items for the building are shown in Appendix 1. About 16 additional new members are needed to fund \$30,000/year to keep up with repairs.
- **Total new members to balance budget and fund building repairs: 70 +16 = 86.**

Lowering Expenses

- 80 percentile of expenses per member from the “look alike” congregations is approximately \$1700. Emerson expenses per member from reported UUA data is \$2,963. Expense per member increases to \$3,400 using 2023 year end membership and new budget Case B expenses. The higher number reflects recent loss of members and inflation-increased costs within the 2024 budget, especially for insurance.
- Using 2024 member count of 204, we would need our expenses to be \$347,800 in order to achieve an expense/member of \$1,700. Essentially, **Emerson would need to cut expenses in half (-\$345,600) must be cut from expenses.** This is not possible to do while maintaining our existing facilities and programs. We would need significantly more than 70 new members to meet the Realistic scenario expense/member target set by the board.
- However, it could be argued that \$1,700 expense per member is excessively low for our membership. **Emerson expenses are in ~95% percentile of “Look-Alike” congregations for expense/member.**

KEY TAKEAWAYS FEASIBILITY **Completed**

- Gaining 70 new members within our five year planning period is a stretch given the latest trends in nationwide church membership and our recent history. Ideas provided to the LRPTF to increase membership may result in some new members, but given current trends, 70 new members may seem daunting. Other income ideas are not as yet valued. Going back to the days of “500 worker bees” is not happening.
- The new member pledges may balance the budget, but do not add any revenue to replenish costs of major building repairs (shown in Appendix 1). \$30,000/year is estimated to be needed to fund needed larger repairs. Covering these repairs would require an additional 16 members.

- We need to do something significant to continually close our financial balance. As shown, all other things equal, expenses must be cut in half to meet the target. Emerson has higher expenses/member than other congregations, but also has higher pledge income/member. The latter may not hold true into the future.
- The list of ideas for financial improvement from the Brainstorming sessions is included in Appendix 3.
- A timeline to implement certain ideas to improve our situation is included before the appendices.

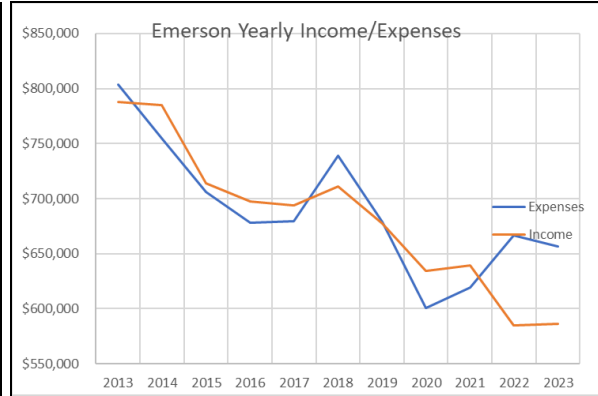
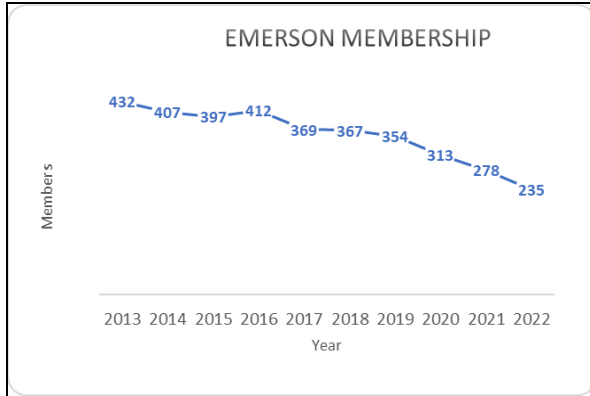
HISTORICAL DATA Completed

Summary of Emerson's current situation is as follows.

By the time the 2023 church budget was developed, it was apparent that a big problem existed. The budget for 2023 had a deficit of \$70,000 and 2022 results showed a deficit of \$82,000. No matter the help we had to cover the costs, such as the PPP forgiven loan, we couldn't continue on the financial path that developed.

So, how did the church get to this point? Several situations can be cited as causes such as the Covid pandemic and shut down of most facilities including the church, working with a new, interim minister during the pandemic period that members could not meet in person, the general overall drop in church membership and support countrywide as well as within Emerson, and so on. It is useful to look at our historical results over recent years to see how this problem has grown.

As a brief indication of historical changes in the "health" of the church, presented below are two graphs of yearly membership and Income and Expenses. Over recent years, membership has steadily decreased. Serious deficits started occurring in about 2020 at the same time the pandemic was rampant. The actual deficit for 2022 was -\$81,832. A loan of \$75,000 from the endowment for the 2023 budget year was arranged as the 2023 budget had a \$70,000 deficit. Clearly, the church could not continue without addressing sustainability.



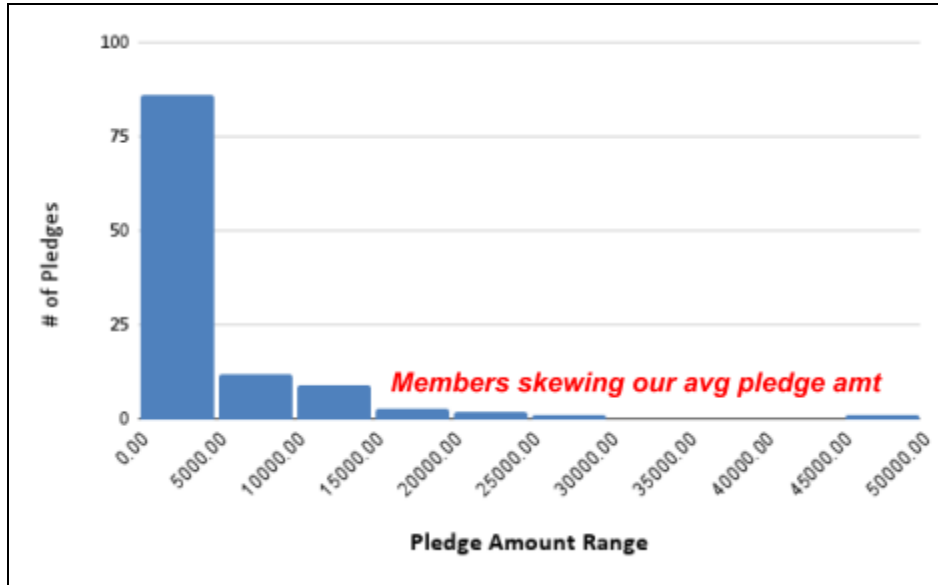
Two events happened in 2023 that provided relief in the budget. First, our long-term Business Manager retired, and work was subsequently covered as bookkeeper and Congregational Administrator. Second, our Religious Education Director left the church mid-2023 to move out of state. To date, an RE Director has not been hired although the 2024 budget has RE covered half-time. The result of the two staff changes resulted in a reduction of administrative costs by approximately \$34,000 and RE costs by about \$33,000. In effect, possibly eliminating the deficit – all other things being equal.

However, without increased income, eliminating the full deficit is not expected given inflation in facilities and other costs and the fact that raises will be needed for staff. Indeed, we may press on with smaller deficits, but full sustainability is not reached.

More historical data is contained in the LRPTF Charter with link on page 1.

EMERSON PLEDGE DISTRIBUTION Completed ▾

It is worthwhile to discuss Emerson’s pledge distribution throughout our membership. The graph below shows a plot of pledge amount across the range of our members and it is highly skewed due to the small number of extremely generous pledging members. 22.8% of pledges are over \$5,000 and 12.3% of pledges are over \$10,000. This graph visually explains why we are so high in \$pledge/member when compared to Other congregations



EXPECTED TRENDS AND SCENARIO PLANNING

Completed

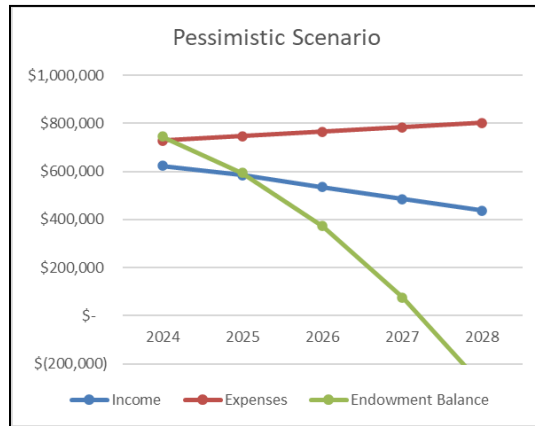
The five year plan reflects the possible trends using 2024 budget expenses. Cutting expenses is required for meeting the expense benchmark. The plan includes three required scenarios that address pessimistic, realistic, and optimistic estimates of membership count, membership demographics (ages), endowment balance, annual revenues, and annual expenses for each of the next five years. For the purpose of this draft, the main driver of the three scenarios is pledging membership.

The budget for 2024 provided by BOT is the starting point for the financial model scenarios. Operating costs of the scenarios over time are calculated using inflation projections from Statista. The first pass budget insurance cost is included. Case B is used for the Pessimistic scenario and the Optimistic scenario to examine extremes in costs. Case A is used for the Realistic scenario. The details of these cases are available at the following link, [Scenarios Draft](#).

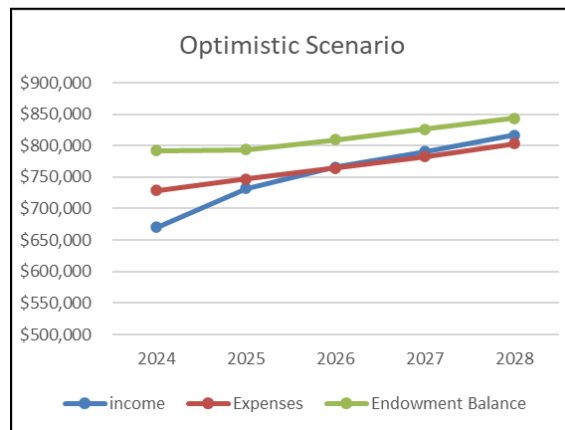
Pessimistic scenario continues rate of recently experienced membership loss of 21 members/year. Optimistic case adds 70 new pledging members over the five-year plan period. Given that 70 new members may not occur, Realistic scenario adds a modest 25 new members over the five year period. New member pledges use \$1,900/member as the “Look Alike” UUA average.

Endowment balance was then calculated to determine the amount needed to balance the budget. These calculations show what additional income will be needed from our brainstorming ideas to preserve the endowment.

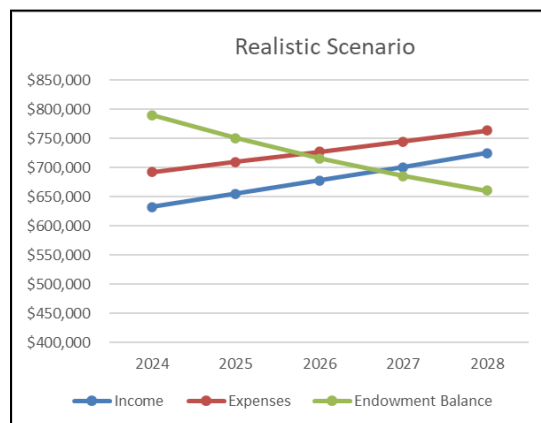
As might be expected, the Pessimistic case empties the endowment during the fourth year.



The Optimistic scenario pledge amount was adjusted to insure the budget eventually balances as the full 70 new members needed are distributed as follows: 2024: +25, 2025: +25, 2026: +10, 2027: +5, 2028: +5.



The Realistic scenario adds 5 new members each year as a more reasonable number, but doesn't solve our problem, just extends it, but appears a realistic trend going forward.



Summary of the financial model results is attached and can be found at the following link:

- [Financial Models Draft](#)

Financial model next five-year income and expenses can be found at the following links:

- [Income Next 5 years](#)
- [Expenses Next 5 Years](#)

BENCHMARKING **Completed**

Benchmarking can also help us set realistic goals, inform strategic decisions, and ensure that our efforts are data-driven.

Considering our church has been around for many years, initial benchmarking can be done by looking at historical data. This has been discussed earlier in the document with an emphasis on budget and deficit trends. We will explore some time-series and data-driven “what-ifs” in this section.

Additionally, benchmarking against other UU churches is advantageous. Through comparison we can gain additional insights and identify opportunities for improvement.

The following details 4 benchmarking analyses conducted by the LRPTF.

Analysis One: Emerson Historical Data

[Link to historical church data](#)

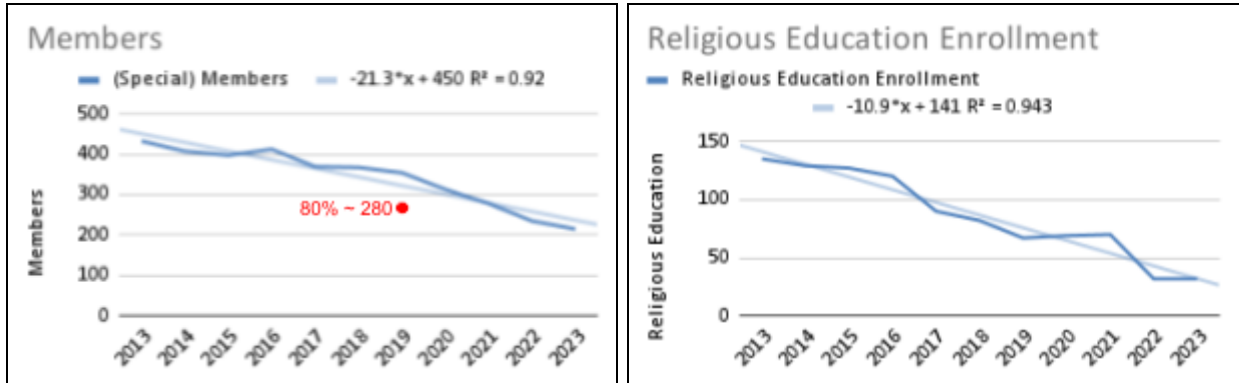
The overall finding was that a membership level of 280 is attainable. Closer to 350 members would be needed to bring our expense/member below \$2k. While our analyses assume an expense/member using total expenses, we may need to consider the following key performance indicators when deciding what levers to pull to cover expense categories.

- Salary+Benefits Expense / Member
- Facility O&M Expenses / Non-pledge income

Membership

We are losing ~21 members per year, and ~10 RE enrollments per year. RE has been cited as a primary reason for joining or staying with our church.

Membership & RE Enrollment Trend Figures

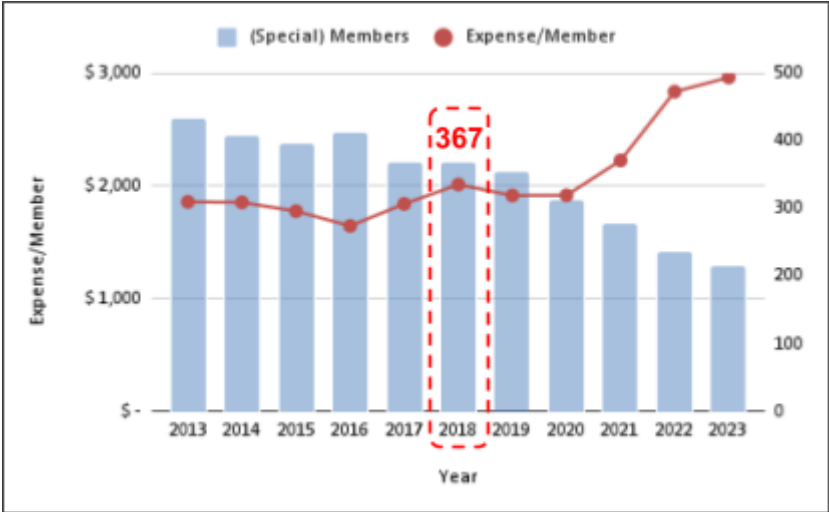


Our median membership level is 367. Our lower outlier (dire) is 136 and our upper outlier (unlikely to attain without significant changes to our activities) is 562. Our current membership (as of 12/29/2023) is 204. This means we are performing below our own average. We may wish to ask the UUA for membership data from 2019 to 2024—to see how long it took for UU churches to reach 80% of pre-covid membership levels.

Expenses

Our expenses have not been adequately reduced alongside our reduction in membership. However, the categories that make up 80% of our expenses (Salary+Benefits and Facility O&M) have been scrutinized and streamlined in the last couple of years. Vigilant contract management and offsetting facilities expenses with non-pledge income may be all that is left for us to do (short of selling property).

Expense/Member Trend Figure



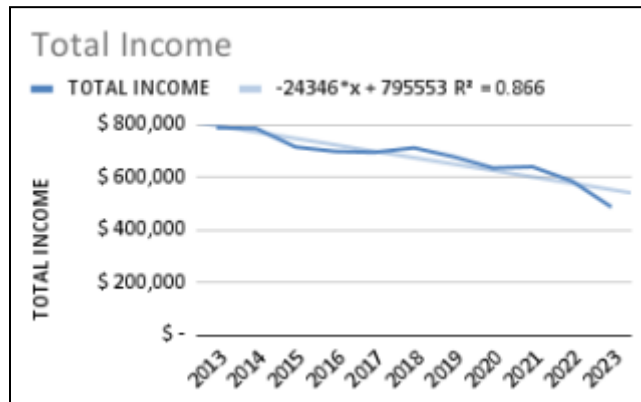
If Emerson wishes to attain sub-2k expense/member like \$1.9k, we would need to have 365 members (2024 projection of \$692,400 / \$1,900). In other words, we would need to bring Emerson’s membership count back to its median—a count we have not achieved since **2018**.

If inflation caused our expenses to grow to ~800k in the next 5 years, we would need to have 421 members. The closer we get to needing our membership outlier (562), the more we should consider a significant reduction in our expenses.

Revenues

We are losing ~24k per year. Our median income level is ~\$694k. Our lower outlier (dire) is ~\$523k and our upper outlier (unlikely to attain without significant changes to our activities) is ~\$827k. This outlier should be compared to our projected expenses over the next 5 years. Can we keep expenses between 500k and 700k to match our revenue?

Revenue Trend Figure



Analysis Two: Non-adjusted UUA Data

[Link to original UUA Church Data](#)

The overall finding was that Emerson has high expenses per member, but this reflects the cost of running our large campus rather than mismanagement.

Expenses

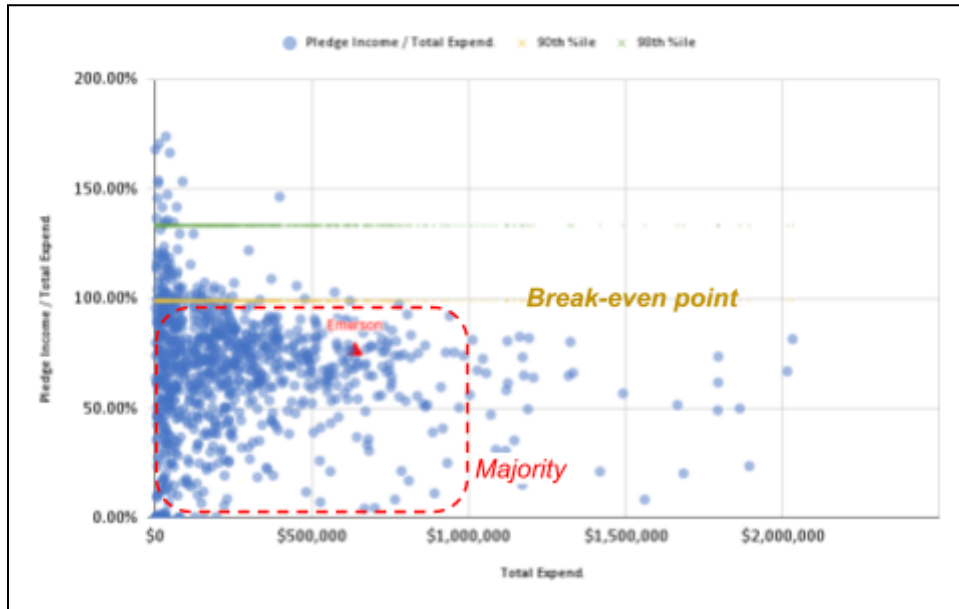
Emerson has high expenses per member which primarily reflects the cost of running our large campus. The following table shows the median and average expenses for congregations in our same region or our same size.

Category	Median	Average
Southern Region	\$1,487.82	\$1,661.32
Medium/Small Program	\$1,922.07	\$2,352.13
Emerson, Expense/Member	\$2,963.40	n/a

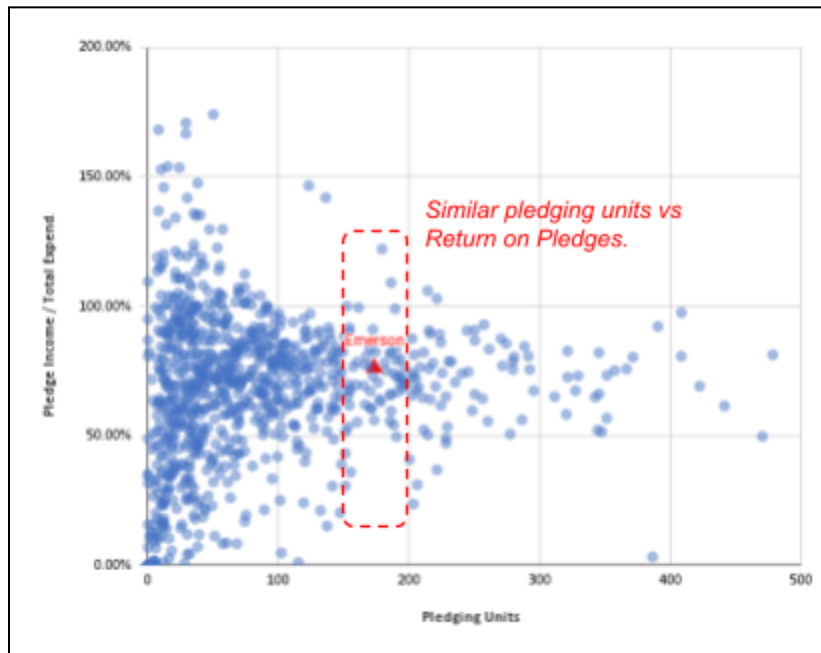
Revenues

Most churches do not break-even from pledge income. UU churches that break-even are in the 90th percentile. Emerson's Return on Pledges (Pledge Income / Total Expenditures) puts us in the 60th percentile. Churches with similar pledging units can have very different returns on pledges. This means that we should focus more on the average pledge per member over the number of members. Later analyses look into this average.

Break-even analysis Figure



Pledging Units Figure



Analysis Three: COL Adjusted UUA Data

[Link to Sharepoint Financial Analysis](#)

While our initial UUA dataset was not corrected for cost of living (COL), Reverend Ed was able to gather an updated version.

Demographic and Financial Data

We found that our expenses are still higher than the average post-adjustment. At the same time, we **outperform** the average in terms of pledging units and average pledge amount. Therefore, we should **not** expect an increase in our average pledge. It could be that some extremely generous members skew our average pledge upwards. We should seek to understand what drives this generosity. We may be able to nurture it in existing members or attract new, similar members.

Cost-of-living Adjusted Data Figure

	High	Low	Median	Average	Emerson
Demographic Data					
Members+NonMembers	3,646	7	191	278	222
Pledge Units	977	5	95	125	173
Pledge %	27%	71%	50%	45%	78%
COL%	291%	76%	110%	118%	109%
COL Adjusted Financial Data					
Total Expend COL	5,478,993	74,620	264,314	367,314	584,061
Non-Pledge COL	4,095,873	(145,355)	78,337	136,814	138,502
Pledging Income COL	1,524,285	-	181,677	230,500	445,559
Average Pledge COL	4,708	-	1,864	1,906	2,575
Endowment Value COL	258,879,502	-	440,758	1,189,000	673,393

Analysis Four: Look-alike COL Adjusted UUA Data

[Link to sample congregation analysis](#)

This final benchmarking exercise identified and analyzed a subset of 25 COL adjusted congregations that were most like us:

- COL% between 100% inclusive and 120% inclusive
- Pledge Units between 150 inclusive and 200 inclusive

Demographic and Financial Data

We still **outperform** the average in terms of pledging units and average pledge amount. As inflation causes our expenses to grow, we would need to remain successful in these metrics.

Interestingly, we are **underperforming** in terms of non-pledge income. Since we score above the 80th percentile in terms of expenses, we should endeavor to reach at or above the 80th percentile in terms of revenues. Our Endowment is close to the median.

Finally, we should be more aggressive in terms of attracting new members. We are performing worse than the median. Note that the look-alike median of 330 is very close to our historical median of 367.

Look-alike Analysis (COL Adjusted) Figure

	Members+ NonMembers	Pledge Units	Pledge %	Avg Pledge COL	Pledging Income COL	Non-Pledge COL	Total Expend COL	Total Expense / Memers+NonMembers	Endowment COL
80th Percentile	422	193	59%	\$2,267	\$406,908	\$205,705	\$576,719	\$1,733	\$1,197,214
Emerson's Percentile	4%	57%	96%	96%	92%	50%	88%	100%	42%
Median	330	171	53%	\$1,930	\$331,808	\$138,502	\$495,143	\$1,461	\$717,931
Emerson	222	173	78%	\$2,575	\$445,559	\$138,502	\$584,061	\$2,631	\$673,393
Target Number	365	-	-	-	-	\$200,000	-	\$1,900	-
Target Percentile	67%	-	-	-	-	78%	-	89%	-

BENCHMARKING SUMMARY

We took an iterative approach to creating benchmarks. Our initial analysis looked at Emerson's historical data trends. The second analysis looked at how Emerson compares to **all** US congregations. The third analysis involved standardizing UUA data using a cost of living (COL) adjustment. Finally, we conducted a **look-alike** analysis to find COL-adjusted congregations that were most similar to us in terms of membership size and COL%. This allowed us to determine the 80th percentile expense/member (1.7k).

Noticing that we were performing well above the 80th percentile in expense indicators, we identified a more realistic expense/member target (1.9k). We discovered the need for a Non-Pledge Income target (currently underperforming) and insights regarding the % of pledging (non)members (currently overperforming). Short of selling property, our main areas of improvement are:

- Increase Non-Pledge Income by ~100k
- Increase our Endowment by ~100k
- Bring our (Non)Members to median levels—meaning increase by ~160

- While this number is well above the break-even figure of 70-86 additional members, more (non)members can mean extra volunteers/income for RE and other programs.

IDEAS AND SUGGESTIONS In Progress

Two brainstorming sessions to provide ideas for improved income/expenses were held by the LRPTF – one at the church and one on Zoom. The idea list is attached. Other ideas have been suggested within and without the LRPTF.

All suggestions will be characterized, evaluated, and prioritized. Evaluation will include a preliminary estimate of the advantages, disadvantages, and associated costs.

- Increase membership and thus increase pledge income.
- Increase rental income, such as using Westwood Hall as a wedding venue; set up a Farmers' Market; rent to nonprofit (or for profit?) non-traditional schools.
- Sell all or part of the property; rent or buy smaller property or merge with another congregation.

These include:

- Power is a significant cost for the property. A preliminary estimate to install solar panels to reduce power cost was obtained from Dori Wolfe. However, the capital cost of \$266,000 is significant and prohibitively expensive, but there may be a reduction in cost by a payback plan for non-profits. How it all will work is still being determined. Given that payback on full cost is doubtful, solar power is not being pursued. The solar power estimate document is on the taskforce drive.
- Sale of the Westwood Hall portion of the property on land-value basis. The WWH area may not be of sufficient size to be practical, but at this point some effort to investigate may be worthwhile
- Reevaluating and renegotiating contracts – such as church insurance and maintenance of building improvements, e.g., elevator, HVAC controls. This process is ongoing.
- Sale of the full campus and buildings. Given the size of our property and location, it is expected to have significant value. Michael Bloom provided a document with a tax evaluation of a commercial property near Emerson and of similar size. Tax evaluation was \$15.5 million. Such a sale would leave us with a significant bank account, but moving could prove expensive and we may lose members along the way.

- Increasing facilities costs can be offset by increased rental income. Using Westwood Hall as an event facility can bring in more rental income. Working with event planners may facilitate the rentals.
- A suggestion has been made to develop the WWH area property: A. by ourselves. That is, build multi-function/multi-tenant or condos ourselves to sell or otherwise develop the property while keeping the main building for our church. B. sell to a developer who would lease the land.
- WWH rental for events and other uses.
- Use of Sanctuary for special events
- Farmers Market (rent out parking lot)
- Brainstorming ideas (Appendix 3)
- Results of an earlier study by M. Estill showing a variety of options for the buildings are shown in Appendix 2.

INCREASING MEMBERSHIP Not Started

- Nancy's interviews to assess options for increasing membership

TIMELINE In Progress

- a. Evaluate suggestions for both reducing expenses and increasing income (may not all be because of increased membership). All have some associated cost.
- b. Report to the Board of Trustees
- c. Conduct in-depth evaluation of top priorities
- d. Board schedules information process and Congregational vote
- e. Implementation of one or more of the suggestions, not necessarily all at one time. Goal by quarter?
- f. Incorporate review and evaluation procedure for the Board of Trustees. process to monitor and track.
- g. We should start researching options and implement ASAP.

APPENDICES

APPENDIX 1: Major Expense Items

APPENDIX 1

Major expense items.

EXPENSES

EXPENSES	Possible new hires	Cost Range/Yr	Timing depends
Salary+Benefits Expenses	Part time or full time RE Director	\$25,000 - 70,000	on BOT decision
"	Part time or Membership Coordinator	\$20,000 - \$30,000	"
"	Part time Project Coordinator	\$30,000 - \$40,000	"
"	Part time Communications Coordinator	\$30,000 +	"
"	Family & Youth coordinator	\$30,000 +	
Facility O&M Expenses	See list below	Recommended: A minimum of \$30,000/yr into the Reserve Fund	
Activity Expenses	New hire	part-time family & youth coordinator	
"	Church funding of ESL	\$15,000 - \$20,000	
UUA and Related Expenses	UUA annual fund	Pay our "fair share" Approx. \$44,000	
		6.75% of annual expenses	
Communication Expenses	New hire	see salary expenses above	

Portfolio (interest on endowment) Using 5% in calculations

Major Expense Item Category	ST = Short Term, LT=Long Term	Useful Life	Age	2023 Est. Cost	2021
HVAC					
Replace AC units					
Locations	Sanctuary	15 T Unit	LT	20	4 Done
	Sanctuary	15T 2nd unit	LT	20	34 \$25,000
	Music Room		LT	20	34 \$15,000
	Theater room		LT	20	34 \$15,000
	Narthex unit		LT	20	34 \$15,000
	WWH Unit 1		LT	20	34 \$15,000
	WWH Unit 2		LT	20	34 \$15,000
	WWH kitchen unit		LT	20	34 \$15,000
	WWH upstairs unit		LT	20	34 \$12,000
	Gathering Place unit		LT	20	17 \$15,000
	First Floor Sunday School unit		LT	20	17 \$15,000
	Second Floor Office unit		LT	20	17 \$15,000
	Delaney chiller		LT	20	5 Done
	Delaney controls		LT	25	7 \$50,000
ROOFS					
Locations	Sanctuary		LT	20	6 \$100,000
	WWH		LT	20	27 \$100,000
	Delaney		LT	40	19 >= \$200,000

	Delaney gutters	ST	15	19	\$22,000
DRAINAGE					
Locations	3 areas undefined	LT	30	40	\$20,000
	Backflow preventer and cage	ST			\$2,000
DRIVES AND PATHS					
Locations	Tree Trimming	ST	3 n/a		\$5,000
	Memorial Garden Paths	ST	5 n/a	Donated	
BUILDING EXTERNAL					
Locations	Recaulking joints at curbs	ST			
	Reglazing some windows	ST			
	Powerwashing building (bleach)	ST	5 n/a		\$2,500
BUILDING INTERNAL					
Locations	Weatherization	ST			
	Upgraded T-stats	ST			
	WWH plumbing	LT	30	60	\$100,000
	WWW kitchen upgrade	LT	30	60	\$250,000
PAINTING AND FLOORS					
Locations	Repainting the Sanctuary	ST			
FURNITURE					
Locations	Elevator Phone				
	Waterfountain				

APPENDIX 2: Summary of Previous Study

Emerson Long Term Financial Planning	
Idea	Comments
A. Merge with another UU congregation	<ol style="list-style-type: none"> 1. Find a similar UU congregation and invite them to merge with us or we with them or consolidate and create new 2. Would First UU Church ever sell and consider joining us? (Need separate committee to start the "dance") 3. Look how Dallas UU church grew - through acquiring satellite churches?
B. Matching donor for endowment gifts	<ol style="list-style-type: none"> 1. When people give to Emerson in their wills, find generous donor(s) to match. 2. Giving to the Endowment has been spotty, maybe ~\$100K over the last five years. 3. Design endowment gift so a portion is accessible for budget needs.
C. Sub-leasing our campus to a "Saturday Sabbath" congregation	<ol style="list-style-type: none"> 1. The major drawbacks here would be the loss of the space on Saturdays for events and also we would need to find a congregation that was in line with UU principles. 2. There is a synagog close by to Emerson that is going strong (partnered on ELL), but there are different sects; or maybe a mosque? Our space is non-denominational, inclusive, which is a plus 3. No room to kneel in the sanctuary (although if we made some of the pews moveable...)
D. Sharing a space with someone else and selling the land (the opposite of above).	<ol style="list-style-type: none"> 1. This would be a huge cash infusion but we would essentially be "wandering" without a home and also have the same issues with a shared space and finding a good "fit" with a partner congregation. 2. Selling during economic downturn difficult 3. Being a tenant
E. Tear down/expand Westwood Hall (& north side of property) with multi-tenant, including multi-purpose room and kitchen accessible to church	<ol style="list-style-type: none"> 1. Add income-producing apartments above, including one apartment for the care-taker 2. People have been interested in renting WWH space, if it was improved. 3. Significant effort - would potentially need outside expertise and funds 4. Building Committee within church might be able to pencil it out initially 5. What is the market, is there demand? Current economic climate difficult. 6. Three year process, capital campaign, use of endowment, and significant gifts
E.1 Enter into a joint venture with third party to tear down/expand Westwood Hall with multi-tenant, including multi-purpose room and kitchen accessible to church	<ol style="list-style-type: none"> 1. Same as E above, but letting the third party do the development work, leasing the land from the church
F. Build apartments on the west side of the property	<ol style="list-style-type: none"> 1. Parking garage view to the west not attractive. 2. Possibly grants available if part of the mission of the church - i.e. low income housing, or single parent housing 3. It is on a bus route, so that is a plus. 4. Other churches have been landlords in a similar fashion.
G. Selling north portion of lot including Westwood	<ol style="list-style-type: none"> 1. If there was some way to partition our property, the Westwood section from Bering to the back property line would be fairly valuable. But we'd need to renovate Delaney to include a kitchen and probably combine some rooms into an event space 2. Removed fixed pews in part or all of the sanctuary to provide flexible gathering space 3. Build kitchen to the north of the gathering place 4. Not immediately viable, given the market. 5. There are memorial plaques that will need to be relocated
H. Sell it all and buy / rent a new property that fits the normal attendance.	<ol style="list-style-type: none"> 1. The drawback would be losing our ties to the area. However the church congregation comes from all over Houston, many from the west side. We could find a location closer to the "population center" of Houston (roughly BW8 and I-10?). 2. Constitution does have constraints about selling the property. IX: Real property - 2/3 vote properly call meeting, 30 days notice. 3. Not immediately viable, given the market. 4. Other churches that have moved have experience loss of members.

APPENDIX 3: Brainstorming Results

1	Advertising	Outreach	Promote a new deal/new minister
2	Advertising		Direct Mail to neighborhood
3	Advertising		Learn @ advertising
4	Advertising		Use digital advertising
5	Advertising		Impact of Rev. Ed - allow time. Use advertising
6	Advertising		Ads to the East Side
7	Building use	Outreach	Groups - Harpsicord society
8	Building use	Outreach	Games night (rentals)
9	Building use	Outreach	Promote gay marriage/weddings
10	Building use	Outreach	Singles events for young adults
11	Building use	Outreach	Socially conscious job fair.
12	Building use	Schools	Rent to H.S. outreach, e.g., Archway Academy
13	Building use		Sanctuary - use for special speakers
14	Building use		Real estate professional for church rentals
15	Building use		Saturday night RE
16	Building use		Offer classes
17	Building use		Offer WWH for rentals/event planners
18	Building use		Farmers market - Urban Harvest (Tyler)
19	Building use		Avoid programs that involve constant wear and tear on building. Limit ESL to Tuesdays and Thursdays to limit cost and preserve Saturdays for other events.
20	Data		Find out pledge/member - UUA - building size (sf)/member
21	History		2013 data - Leap of Faith (Mark Andersen)
22	Learning		First UU Dallas and social justice - good publicity (Karen Walter) - TXUUJM
23	Members	Outreach	Send postcards to former members
24	Members	Outreach	Reach out to former members
25	Members	Outreach	Late Adds: Reach out to members we don't see. Have some parties in homes inviting Rev. Ed and spouse.
26	Members	Outreach	Have visit Sunday and endure people to invite visitors.
27	Members		Grow members
28	Members		Get more members on membership committee
29	Misc.		Arborist participant offered to teach tree care and pruning
30	Outreach	Schools	Universities - table at new student days
31	Outreach	Schools	Run a program for students
32	Outreach	Schools	Connect with college students - Universities
33	Outreach	Schools	University outreach - course credit, e.g., English Dept - ESL connection
34	Outreach		Solicit bequests
35	Outreach		Get engaged in community
36	Outreach		UUA and TUUJM meetings at Emerson -outreach
37	Outreach		Learn from growing churches, e.g. Dallas. Cedarlane Bethesda, MD. Successful church with large building
38	Outreach		Muslim, Jewish and other religious groups rentals
39	Outreach		Survey neighbors for their needs "What can we do for you." (Childcare, movies)
40	Outreach		Parents' organizations contact (Parents without Partners)
41	Property sales		Use only WWH, sell the big building.
42	Technology		Find out how our online viewers find our site & sermons
43	Technology		Latest social media presence for young people, e.g. TikTok
44	UUA		connect with UUA
45	UUA		UUA help to get members
46			

Follow-up Zoom Brainstorming Session

1	Advertising	Outreach	Send postcards to homes in local area
2	Building use		Rent WWH for variety of uses - yoga classes, attorneys, therapists, etc.
3	Building use		Sell Harpsicord
4	Staff		Cut children's program
5	Members		Initiate giving campaign for the endowment.